

BUS5.1x: Innovating in Health Care (IHC) provides a how-to framework, case studies, and videos of entrepreneurs of innovative health care ventures for those interested in entrepreneurial opportunities in health care delivery, technology, insurance, management, consulting, or investing.

This course is offered in two formats: an open, online experience and a smaller, team-based experience, where teams (**assembled before the course or newly created online**) will produce business plans evaluated by the Innovating in Health Care instructors and peer teams.

[Regina Herzlinger](#), Nancy R. McPherson Professor of Business Administration at Harvard Business School, **Lead Instructor**

[Margo Seltzer](#), Herchel Smith Professor of Computer Science in the Harvard School of Engineering and Applied Sciences, **Phreesia case study instructor**

[Kevin Schulman](#), professor of medicine and the Gregory Mario and Jeremy Mario Professor of Business Administration at Duke University, School of Medicine, **Brainlab case study instructor**

Prerequisites	<p>Identify the Health Care Venture You should demonstrate financial analysis skills by correctly identifying the health care ventures in the case study and analyzing their financial status. As background, you may view a tutorial on how to read the financial statements of health care organizations, taught by Professor Regina Herzlinger, inaugural winner of the HBS students' Best Teacher award for her teaching of accounting.</p> <p>To apply for the small private course, participants should form teams of 4-6 people around a health care venture idea that they will develop into a business plan during the course. Teams can be composed of people you already know or those with complementary skills and experiences that you can meet through our IHC team-creation service. One or more members of your team must demonstrate financial analysis skills by answering the questions posed in the "Identifying the Health Care Venture" case. Teams will be chosen based on the composition of the team, commitment of the members to completing a business plan, and the initial business idea.</p>
<p>Problems with health care quality, access, and costs bedevil all countries. This course focuses on creating successful global business innovations in health care that simultaneously "do good" for society and "do well" for their creators. At its end, you should understand how to evaluate opportunities and the elements of viable business models for different kinds of health care innovations.</p> <p>Innovating in Health Care (IHC) focuses on the tools that enable creating business models that attain alignment between an entrepreneurial health care venture and the Six Factors that critically affect new health care ventures - Financing, Structure, Public Policy, Consumers, Technology, and Accountability. Innovating in Health Care then enables you to refine the impact of these factors on business models for three different kinds of innovations: consumer-focused, technology-driven, and integrations which create scale. The course also enables participants to network with others who share their interests in improving health care through its team matchmaking platform.</p>	

You will learn:

- How to distinguish successful innovations from those likely to fail
- How to determine if an innovation is aligned with its environment
- Which business model elements make up a viable competitive strategy for an innovative health care venture
- How other elements business model combine to create a feasible business model for an innovative health care venture
- How to create a business plan

The course is conducted through lectures about assessing and creating a business plan and with case studies that describe decisions facing real entrepreneurial health firms and requires you to analyze these potential decisions through the IHC framework. Participants are taught how to use the case method and how to evaluate business plans. In addition, these lessons are highlighted by insights from the top global health care innovators.

To enable preparation and participation, the case discussions will be preceded by quizzes about case facts.

Grading and Certificates

For the **large, open course** your grade will be based on

- Your performance on the pre-case quizzes

To earn a certificate in the **large, open course**, you must

- Score 75% or better on the required cases

For the **small, private course**, your grade will be based on

- Your performance on the pre-case quizzes
- Your group's ratings of your team member performance
- Other group's ratings of your team's business plan feedback
- Other group's grade of your Business Plan

To earn a certificate in the **small, private course**, you must

- Score 75% or better on the required case quizzes
- Be a "good team member"
- Give good feedback to other teams
- Score 50% or more on your Business Plan

NOTE: the certificate for the small, private course will indicate that you took the intensive, application only course.

Course Materials Overview

The first three case studies in this course (Battle of the Bulge, Vitalia Franchise, and Phreesia: The Patient Check-In Company) are provided to you online, free of charge, and will expire at the conclusion of the course. You may procure PDF versions of these three cases as well as the entire strongly recommended and optional reading list by purchasing a coursepack here:

<http://hbsp.harvard.edu/list/harvardxbus51x>

For the Application-only course, all case materials (Vitality, Odontoprev, Brainlab, Hospitals for Special Surgery/SEVA, and Philips-Visicu) are strongly recommended.

Learning Objectives of IHC cases

Battle of the Bulge

- Identifying the business models and Six Factors alignments that lead to the venture most likely to “do good” and “do well” in obesity.
- Improving the business model of a “do good” innovation so that it can also “do well.”

Vitalia

- How to finance growth for a Spanish start-up chain of senior care centers.

Phreesia

- How to choose new markets for a start-up health care IT venture.

Vitality

- How to choose new distribution channels for a South African health insurer with a wellness product entering the U.S.

Odontoprev

- How to choose new geographic markets for a Brazilzn health insurer.

Reinventing Brainlab

- How to redesign an existing business model that has been dealt a seemingly fatal blow when an essential partner starts to compete.

Hospital for Special Surgery

- How to replicate the excellent business model of a focused hospital.

Phillips-Visicu (capstone)

- Evaluating whether to enter a new line of business: telemedicine, hospital-to-home.
- If yes, identifying the best strategies for entering the market.

Schedule

(2 weeks of pre-course/networking + 9 week course)

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
(pre- course)	Identify the Health Care Venture (Financial analysis tutorial and case)	All participants should view the videos and prepare the case study to demonstrate or attain knowledge of financial analysis; at least one person in each business plan team must "pass" the related quiz	Interactive discussions with Prof. Herzlinger about: -How to do financial analysis -The solutions to the Identify the Health Care Venture case study	March 31	April 20
(pre- course)	Information about open vs. private course; Information about team formation (Project Lever and modes of group communication); Information about team-based grading			March 31	
Week 1	Innovating in Health Care Framework		Video by Prof. Herzlinger about how to create innovative health care ventures	March 31	April 20
Week 1	Elements of a successful business plan; How to grade a business plan			March 31	April 20
Week 1	Evaluating the Commercial Viability of New Health Care Technologies		Video by Professor Herzlinger about how to evaluate the commercial viability of a medical technology even if you are not a medical technology expert	March 31	April 20

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
End of Week 1	Group application due; Financial Analysis Quiz				April 21
Week 2	How to Work in Groups/Case Method			April 21	
Week 2	PRE-CASE QUIZ; Battle of the Bulge— Innovations in Obesity Treatment	Applying the IHC framework to solving the obesity epidemic; Start-up firm; Global	Identifying viable models that align with the Six Factors for obesity treatment; analyzing their business models; and advising one entrepreneur about how to better disseminate his obesity innovation; The case study Battle of the Bulge is provided online, free of charge. You may procure a PDF version as well as the entire strongly recommended and optional reading list by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	April 21	April 27
Week 3	Groups accepted to small private course			April 28	
Week 3	PRE-CASE QUIZ; Vitalia Franchise	Delivery; Financing growth; Small firm; Spain	Advising an entrepreneur about how to finance the scale up of her chain of day	April 28	May 4

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
			centers for mildly cognitively impaired seniors in Spain; The case study Vitalia is provided online, free of charge. You may procure a PDF version as well as the entire strongly recommended and optional reading list by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x		
Week 3	PRE-CASE QUIZ; Phreesia: The Patient Check-In Company	Health care IT (information technology); Expansion strategy; Developing new markets; Small firm; U.S.	Advising the entrepreneur of this health IT platform about his distribution and marketing strategies; The case study Phreesia is provided online, free of charge. You may procure a PDF version as well as the entire strongly recommended and optional reading list by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	April 28	May 4
Week 3	First business plan deliverable		More fully detail your idea and complete business plan component 1: Describe the business idea and how your group has responded to the <i>caveats</i> about the formation of a business plan		May 4
Week 4	PRE-CASE QUIZ; The Vitality Group: Paying for Self-Care	Payer; Entering new markets; Growing, public established firm; South Africa	Advising the entrepreneur of this South African health insurance firm about his distribution and marketing strategies in the U.S.; The case study The Vitality Group is only available by purchasing a coursepack	May 5	May 11

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
			here: http://hbsp.harvard.edu/list/harvardxbus51x		
Week 4	PRE-CASE QUIZ; Odontoprev	Payer; Horizontal integration; Growing, established, public firm; Brazil	Advising the entrepreneur of this Brazilian dental insurance firm about whether to expand further in Brazil or to enter other countries; The case study Odontoprev is only available by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	May 5	May 11
Week 4	Feedback about first BP deliverable; How to Rate Groups				May 11
Week 5	PRE-CASE QUIZ; Reinventing Brainlab A	Technology; Vertical integration; Medium-size, established, private firm; Germany	Advising the entrepreneur of this brain surgery software about whether he needs a hardware partner for his software and about his pricing strategy; The case study Reinventing Brainlab is only available by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	May 12	May 18
Week 5	Second business plan deliverable		Complete business plan components 2-4: 2. Identify what type of health care venture describes your group's idea; 3. describe the Six Factors alignment for the new venture; 4. delineate the competitive strategy of the new venture		May 18
Week 5	Reinventing Brainlab (B)		The case study Reinventing Brainlab is	May 18	

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
			only available by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x		
Week 6	PRE-CASE QUIZ; Hospital for Special Surgery (A); The Global Sight Initiative (SEVA)	Delivery; Horizontal integration, Scaling up for non-profits; Established, U.S. non-profits; Small and medium size	Advising the CEO of this innovative health care delivery site about how to disseminate this innovation. Lessons to be learned from WHO's eradication of smallpox and Seva's creation of a worldwide network of hospitals that cure blindness; The case studies Hospital for Special Surgery and The Global Sight Initiative are only available by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	May 19	May 25
Week 6	PRE-CASE QUIZ; Philips-Visicu	Technology; Transforming the health care system through telemedicine, Entering new markets; Large, established, public firm; The Netherlands	Advising the CEO of this “Hospital to Home” telemedicine site about how to disseminate this innovation; The case study Philips-Visicu is only available by purchasing a coursepack here: http://hbsp.harvard.edu/list/harvardxbus51x	May 19	May 25
Week 6	Feedback about second BP deliverable; How to Rate Groups				May 25

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
Week 7	Third business plan deliverable		Complete business plan components 5-7: 5. Describe the venture's financial viability; 6. conduct preliminary valuation analyses; 7. discuss sustainability		June 1
Week 8	Complete business plan		Complete business plan components 8-10: 8. Assess the fit of management to the type of opportunity; 9. describe the societal impact; 10. if applicable: assess the technological risks Upload business plan presentation		June 8
Week 8	Feedback about third BP deliverable; How to Rate Groups				June 8

	Case/Videos/ Readings/ Submission	Category (Type of Firm; Nature of Decision; Stage of Firm; Location)	Details	Release Date	Due Date
Week 9	How to Grade a Business Plan; Business plan grading/Wrap up			June 9	June 13

Issues to discuss in application to the small, private course (total of 500 words or less):

1. Your business idea and why it is needed
2. Identification of idea as consumer, technology, or integrator innovation
3. Rough idea of strategy/competitive advantage
4. Rough plan for estimating market size (number of customers; revenues)
5. Rough plan researching Six Factors alignment
6. Rough plan for researching financial viability
7. Team Composition*

Teams should have one or more team members with experience in:
Consumer/Retailing (if consumer idea), Health Information Technology (IT) (if health IT), MedTech (if other technology); all teams require Financial Literacy (i.e. at least one member must pass the Financial Analysis quiz)

NOTE: We urge you to continue to work with your team even if you are not accepted into the small private course.

Business Plan voting in the application-only course

Each individual can vote for up to 3 of his/her favorite business plans. Please vote for the business plan(s) that seem to be most 1. Viable, 2. Valuable, and 3. Do the most social good.

- The team with the business plan with the most votes will receive a 2-hour consult with Regina Herzlinger to be scheduled at a later date.
- The 2 runners-up will each receive a 1-hour consult with Regina Herzlinger to be scheduled at a later date.